



MASSACHUSETTS GENERAL HOSPITAL

Vice President of Development
Massachusetts General Hospital

Boston, MA

<http://www.massgeneral.org/>

Send Nominations or Cover Letter and Resume to:

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or

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Introduction



Massachusetts General Hospital (MGH) was established to provide care to Boston's sick, regardless of socioeconomic status — an innovative idea in 1811. In the words of its founder, John Warren, M.D., “When in distress, every man becomes our neighbor.” Today, Mass General is a 999-bed academic medical center that annually admits 48,000 inpatients, handles 1.5 million outpatient visits and 100,000 emergency room visits,

and performs more than 42,000 surgical operations. With Brigham and Women’s Hospital, Mass General is a founding member of Partners HealthCare, a large, integrated care delivery system that includes community hospitals, primary care and specialty physicians, specialty facilities, community health centers and other health-related entities. Mass General is consistently ranked among the top five hospitals in the United States by *U.S. News & World Report*, currently recognized as #4 out of nearly 5,000 hospitals and the only hospital to be ranked in all 16 specialties considered in the rankings.

It also operates the largest hospital-based research program in the United States and is the top recipient of hospital research funding from the National Institutes of Health. Within an annual research budget of \$900 million, 1,200 clinical trials are taking place at Mass General at any given time, paving the way for new and improved treatments for its patients locally and around the globe. Mass General is



not only the original teaching hospital of Harvard Medical School, but also its largest. In January, 2015, Mass General was named the top medical and surgical residency institution in the nation by Doximity, the nation's largest online network for physicians. Finally, the American Hospital Association awarded the 2015 Foster G. McGaw Prize for Excellence in Community Service to the Hospital for leadership in addressing the opioid epidemic and social and economic determinants of health, reducing barriers to care for vulnerable populations and promoting health equity.

Do you have the right profile?

- Do you have an extraordinary development track record in an academic medical or grateful patient/family environment?
- Are you a superior manager?
- Have you held a key role in a \$1 billion+ campaign?
- Are you talented not only in building relationships, but also gifted with data analysis, metrics insights and overseeing budgets?
- Do you have the patience to let decisions evolve over time, even though it may seem that the next step is obvious?
- Would you describe yourself as adept in managing both by influence and authority?
- Is your ego in check? Will you thrive being #2 and not always out front?
- One of MGH's greatest attributes and challenges is humility — do you have the confidence it takes to shine a light on success without being boastful or brash?
- Are you curious, strategic, driven, intellectual and kind?
- MGH is a destination and this VP must think long-term. In your next role, will you be committed to the long view?
- With great pride, MGH has a culture of pursuing excellence. Do you thrive in this type of environment?

Position Overview – Vice President of Development



The Vice President (VP) will be a gifted professional with an exceptional track record in principal and major gift fundraising, in staff leadership and management and in leadership within a comprehensive campaign. S/He will be a highly visible, hands-on partner with the Senior Vice President and development leadership, the Board of Trustees, key physicians and scientists, high-level volunteers and

administrative colleagues, offering a fresh voice and new perspectives to motivate and strengthen the team.

Reporting to the Senior Vice President/Chief Development Officer, the VP will be both chief of staff and chief operating officer. As chief of staff, the VP will brief and advise the Senior Vice President on current happenings, required actions and decision points related to office operations and issues related to faculty and leadership involvement in major gift situations. As the chief operating officer, the VP will oversee the office's philanthropic functions. Her/his primary responsibilities in this domain will be to (1) ensure the effectiveness of fundraising and development support programs; (2) manage the senior management team; and (3) in concert with the Senior Vice President, oversee the planning and implementation of a campaign that will include expansion of the Hospital's fundraising base and engagement of a new class of donors of transformational gifts.

The VP will have four senior director-level direct reports: one who directs operations (gift processing, stewardship, information systems, events, communications and operations, including human resources and facilities); a second who directs "cross-cutting" fundraising programs (such as nursing, global health, community health, Research Institute and Home Base); a third who directs campaign planning and management, principal gifts, planned giving and the MGH Fund; and a fourth who directs the major gifts program. Through these direct reports, and the next organizational level of managing directors, the VP will oversee a staff of 160, which is expected to increase over the full course of the campaign (concluding in 2024). With the Senior Vice President and the four senior managing directors, the VP will comprise the Development Office's strategic leadership team, serving as the nexus for the execution of MGH's development strategy and achievement of organizational effectiveness.

Principal Duties and Responsibilities:



General: The VP will oversee and contribute broadly to all aspects of the Development Office's frontline fundraising and development support services and will be a representative of the office with Hospital faculty and lay leaders. On behalf of the Senior Vice President, s/he will supervise the senior management team, consisting of four senior managing directors.

Specific: In consultation and/or collaboration with the Senior Vice President, senior managing directors and with other managers as appropriate, the Vice President will:

- Contribute to and enhance a culture of aspiration, innovation, collaboration and transparency.
- Partner with the Senior Vice President in overseeing the development and execution of a comprehensive campaign to boost and amplify overall philanthropic support by appealing to increasingly sophisticated donors who expect philanthropic giving to have an impact not only on institutions, but on larger societal issues. The campaign will therefore be two-pronged: fundraising for well-defined priorities that can inspire as yet unaffiliated philanthropists to consider transformational gifts, as well as expanding the Hospital's base of grateful patient/family donors and foundation and corporation supporters.
- Collaborate with the Senior Vice President to determine staff and material resources to grow fundraising, ensuring their optimum alignment with annual and campaign revenue goals; and help to guide the process of annual goal-setting, evaluating and optimizing current fundraising programs and adding innovative enhancements to achieve annual goals.
- Catalyze, with relevant Hospital senior vice presidents, chiefs, faculty leaders and major gift officers, the development of multi-disciplinary program concepts that position the Hospital for transformational gifts.
- Provide strategic counsel and mentoring to gift officers across the office for high profile, complex and principal gift situations.
- Oversee principal gift and major gift programs, including determining the optimum participation of the Senior Vice President.
- Build a small portfolio of high capacity VIP donors and prospects.

- Ensure the seamless integration and compliance of development activities with other functional areas in the Hospital (i.e., marketing and public affairs, research administration, legal counsel, finance, information systems, facilities, etc.).
- Oversee the formulation and implementation of personnel policies and practices in coordination with human resources colleagues. This will include monitoring and refining recruitment activities, retention strategies and performance incentives; implementing performance metrics; reviewing compensation levels; and applying corrective or performance improving actions.
- Lead strategic and operational planning, policy development, problem solving, conflict resolution and crisis management (as needed).

Skills and Abilities:

- Defined track record of building institutional capacity in philanthropy and of leading annual and campaign fundraising, ideally in a complex organization, preferably an academic medical center.
- Proven ability to lead and inspire high-performing, self-directed teams, expanding capacity and strengthening performance while preserving cultural attributes and innovating as needed.
- Proven record as an architect and strategist for 8- and 9-figure gifts, including participation in the solicitation process.
- Intellectual capital and stature to build alliances with the various constituencies of the MGH and to represent the institutional assets and strengths that will inspire historic philanthropy.
- Demonstrated record of establishing performance management systems that celebrate and recognize outstanding performance and create the training, coaching and monitoring components that raise the level of performance of all staff.
- Proven ability to create systems and practices in major and principal gift fundraising that recognize and reconcile competing interests and that avoid or diminish conflicts.
- Team player and consensus builder with a collaborative, flexible style who is patient and comfortable with ambiguity as discussion and decision-making evolve.



- Judgment, tact and discretion in handling highly sensitive information, unflinching integrity and proven ability to maintain utmost confidentiality.
- Experience in expense budget preparation and management, in modeling and forecasting philanthropic results and in representing data.
- Strong personal work ethic.
- Superb communication skills (both written and oral) that demonstrate passion for the mission and that inspire others.

Education and Experience:

- 10-15 years of progressive experience in philanthropic development, with at least a portion in an academic medical center and/or hospital.
- Bachelor's degree required, graduate degree preferred.

Development Overview



Mass General's philanthropy program has grown to be among the most successful in academic medicine and healthcare.

In FY2017, its high-performing staff of 160 employees raised \$255 million in gifts and pledges and has achieved a three-year rolling average of \$270 million. While the majority of contributions are derived from the "grateful patient, grateful family"

constituency, there is a high level of giving by foundations, corporations and health-related nonprofit organizations. Fundraising programs are organized primarily around medical disciplines and clinical programs, but several frontline teams work on behalf of cross-institutional entities, e.g., nursing, community health and global health. In 2013, Mass General completed *The Campaign for the Third Century of MGH Medicine*, which raised \$1.72 billion, in excess of its \$1.5 billion goal.

The Hospital has just begun the quiet phase of a new seven-year campaign that has a goal of \$2.75 billion to \$3.0 billion.

Massachusetts General Hospital

World-Class Patient Care:

Massachusetts General Hospital has been ranked among the top five hospitals in the United States by *U.S. News & World Report* ever since the rankings began. In 2017, Mass General was recognized as #4 out of nearly 5,000 hospitals considered in the ranking; Mass General is the only hospital ranked in all 16 specialties considered by *U.S. News & World Report*, a testament to the breadth and depth of its expertise. Mass General patients rate their experiences very highly, with nearly all indicating they would be very likely to recommend Mass General to others.

Patients at Mass General have access to a vast network of physicians, nearly all of whom are Harvard Medical School faculty and many of whom are leaders within their fields. Its many multidisciplinary care teams — known worldwide for innovations in [cancer](#), [digestive disorders](#), the [neurosciences](#), [heart disease](#), [orthopaedics](#), [transplantation](#), [urologic diseases](#) and [trauma care](#) — unite specialists across the Hospital to offer comprehensive, state-of-the-art medical care. In addition, [MassGeneral Hospital for Children](#) provides a full range of pediatric healthcare services, from primary care to leading-edge treatment of complex and rare disorders.

[Learn more about the U.S. News ranking.](#)



Research Powerhouse:

Mass General has the largest hospital-based research program in the United States. The brightest minds in medicine collaborate on behalf of its patients to bridge innovative science with state-of-the-art clinical medicine. With an annual research budget of more than \$912 million, its research program spans more than 30 clinical departments and centers across the Hospital. Approximately 1,200 clinical trials are taking place at Mass General at any given time. Its research drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments for patients locally and around the globe.

[Learn more about Mass General research.](#)

Leaders in Education:



Mass General is not only the original teaching hospital of Harvard Medical School, but also its largest and nearly all Mass General’s staff physicians serve as faculty. It is committed to training and mentoring the next generation of international leaders in science and medicine, providing opportunities for physicians, nurses and allied health professionals. These talented men and women with their diversity of talent and perspectives, in turn, lend fresh and innovative ideas on how Mass General cares for patients.

[View residency and fellowship opportunities at Mass General.](#)

Serving Its Neighbors, Locally & Globally:

Mass General was founded to serve its neighbors and those in need, a commitment that is just as strong at Mass General today as it was two centuries ago; the only difference is what it means to be a “neighbor.” Mass General’s community today extends far beyond Boston’s border. It partners with communities both close to home and across oceans to build, improve and sustain healthcare delivery and increase the health and wellbeing of those who live and work in these communities.

[Read how Mass General is making a difference locally and globally.](#)

Leadership



Peter L. Slavin, M.D.
President

Peter L. Slavin, M.D., has been the President of Massachusetts General Hospital since 2003. From 1999 – 2002, he served as Chairman and Chief Executive Officer of the Massachusetts General Physicians Organization, which included more than 1,700 physicians and employed nearly 1,000 of them.

From 1997 – 1999, Dr. Slavin served as President of Barnes-Jewish Hospital in St. Louis, Missouri. Before that, he did his training in internal medicine at Mass General from 1984 – 1987 and was Senior Vice President and Chief Medical Officer from 1994 – 1997.

Dr. Slavin graduated from Harvard College in 1979, Harvard Medical School in 1984 and Harvard Business School in 1990.

Dr. Slavin teaches internal medicine and healthcare management at Harvard Medical School, where he is a professor of healthcare policy. He lectures widely on topics including quality and utilization management, the economics of teaching hospitals and the state of physician practices.



Britain W. Nicholson, M.D.
Senior Vice President for Development

Britain W. Nicholson, M.D., became Mass General’s Senior Vice President for Development in June, 2016. Previously, he had been a Senior Vice President and Chief Medical Officer since 1997.

As a career physician, and an innovative choice to direct the Development Office, Dr. Nicholson’s seniority, advocacy and leadership have elevated the department and its ability to represent the enterprise. Dr. Nicholson’s diplomacy, reputation within the Mass General community and his track record as a problem solver, have strengthened and elevated the robust partnerships between physicians and the Development Office.

Dr. Nicholson received his medical degree from Duke University in 1976 and completed his residency training in internal medicine at Massachusetts General Hospital in 1980. Dr. Nicholson, who still cares for patients, is married to Celeste Robb-Nicholson, M.D., an internist at Mass General.

Background Checks:

Prior to submitting your resume for this position, please read it over for accuracy. LLLS does verify academic credentials for its candidates, and our clients frequently conduct background checks prior to finalizing an offer.

To learn more, call
Libby Roberts, Vice President or Terri Rutter, Senior Consultant at
617-262-1102 ext. 225

or send nominations or cover letter and resume to
MGHVPD@LLLSearches.com.

All inquiries will be held in confidence.



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